DRAFT OF OUTLINE OF MANUAL FOR CALLING A RECTOR

(Bishop Hall suggests "Table of Contents")

I. Causes for vacancy

A. Resignation to accept another cure. (A "cure" seems to be any position in the Church where the employer pays the Church Pension Fund.)

1. Resignation must be accepted to become effective.

B. Resignation to accept secular employment:

1. Retaining ordained status

a. Question of whether or not such resignation must be accepted to be effective

b. Situation where man retains canonical residence while accepting temporary secular employment.

C. Suspension by Bishop.

D. Deposition from ordained ministry.

E. Renunciation of ordained ministry.

F. Death.

II. Canonical implications

A. Canon 47 provides that as soon as such a vacancy occurs, "the Churchwardens or other proper official" shall notify the bishop of the diocese. (In writing.)

B. Other national canons should be checked (44, 46, 47) (Possibly reproduce in manual)

C. Diocesan canons should be checked.

D. Parish By-Laws should be checked.

E. It should be clearly established what body has authority to elect a rector.

1. Usually the vestry, but sometimes the congregation.

III. Nominating or Selection Committee should be authorized by vestry.

A. Appointed by wardens with vestry approval.

B. Such committee should consist of about 7 to 10 members representing a broad cross section of the parish, including:

1. Some present vestry members.

2. Former vestry members.

3. Other parish leaders.

4. Women.

5. Young people.

(Committee members should not be selected because they represent organizations within the parish, but because they are "representative" of differing points of view, are well respected and reasonably analytical and articulate.)

C. The Committee or sub-committee should consult with the Bishop planning with him the steps they intend to follow together in seeking a new rector.

D. These steps should include all or a substantial portion of what follows.

IV. If not already underway as a regular procedure, self-study and self-evaluation of the parish should be undertaken.

A. The M.R.I. Packet (Installment #2) entitled, "Self-Evaluation and Planning in the Parish", obtainable from Seabury Press, provides one approach.

B. Results of a study by "General Division of Research and Field Study" may be available.

C. Other studies may be available.

(It is important to stress that continuing self-evaluation and planning should be an ongoing procedure in every parish and mission.)

V. On the basis of such evaluation and planning already in process or initiated when the rector resigns, criteria and qualifications for the new rector should be established.

A. This is the responsibility of the Committee, in consultation with the vestry, using whatever has been done in self-evaluation and planning as a guide.

B. Personal qualities deemed desirable should be listed and rated such as:

1. Warmth of personality.
2. Ability to communicate.
3. Intelligence.
4. Leadership.
5. Empathy.
6. Physical energy and health.
7. Sophistication.
8. Experience.
9. Age.
10. Ability to delegate.

C. The relative importance of the functions of an ordained clergyman should be rated, including:

1. Pastoral.)
2. Counseling.)
3. Preaching.) Not in order of importance.
4. Administration.)
5. Teaching.)
6. Conduct of worship.)
7. Prophetic.)
8. Others.)

D. Criteria not included in 'B' and 'C' above:

1. Churchmanship.
2. Relation to youth.
3. Philosophy of Christian Education.
4. Relation to older people.
5. Relation to young married couples.
6. Attitude toward change.
7. Attitude toward social issues - such as race issue.
8. Attitude toward political issues.
9. Others.

E. Finally a summary of criteria deemed most important should be established and rated.
(Following are examples actually worked out by five parishes.)

F. The final criteria should be checked with the Bishop, modified as seems best, and then ask him to submit names of potential candidates on the basis of the criteria established.

VI. Assembling a list of potential candidates:

A. As soon as the rector resigns, names will be suggested by members of the parish and others.

B. From time to time parishioners should be encouraged to submit names in writing to the Chairman of the Committee, stating, if they wish, why they think their suggested clergyman would be a good choice.

C. Announcements may be carried in the parish bulletin or from the chancel steps informing parishioners of progress made and inviting submission of names. (Progress should be reported in general terms - not revealing the names of clergy under consideration.)

D. It is debatable whether or not to make known and publish the criteria.

1. Pros - (Parishioners might expect too much)

2. Cons - (Advisable to keep parishioners informed)

VII. The Screening process.

A. Factual data regarding clergy is contained in "The Clerical Directory of the Protestant Episcopal Church in the United States of America", edited and published by The Church Hymnal Corporation. (Revised every three years, current edition 1965)

(Summary of kind of information included.)

B. From such data preliminary screening can begin, for instance:

1. If age limits have been set, those below and above set limits can be eliminated. (Inadvisable to set stringent limits)

2. If it has been decided not to consider a man who has occupied his present post less than two or three years, these names can be eliminated. (Except under special circumstances.)

3. If certain experience is desired, those not having had such experience can be eliminated.

4. Other criteria allowing other eliminations on basis of "hard" data.

C. The important data consists of evaluative judgments (soft) of a man's personal characteristics and abilities such as:

1. Warmth of personality.
2. Leadership.
3. Pastoral competence.
4. Preaching skill.
5. Administrative ability.
   etc., etc.

D. Accurate and dependable evaluations are hard to come by -

1. Letters often conceal more than they reveal.

2. Hearing a man preach and observing him conduct a service once with perhaps an hour's conversation is hardly sufficient basis on which to issue a call.

E. Consultation with someone with wide knowledge of the Church who brings an objective viewpoint to the situation is desirable.

1. If the Bishop has time, he can certainly help although he is not a disinterested party.

2. A small standing committee within the diocese consisting of laymen and clergy could be of great assistance.

3. A knowledgeable experienced consultant employed by the parish, working solely for the best interests of the parish, may be considered.

F. Whatever method is adopted, the list should be broken down into as many categories as possible.

1. Candidates in same geographical area.

2. Previous geographical locations.

3. Seminaries attended.

4. Any other categories available from the data.

G. Telephone calls, <u>on confidential basis</u>, should be made to reliavle persons who are likely to know clergy on one of the sub-lists, giving name of parish, summary of criteria, asking for positive, not negative, rating of men deemed best to meet criteria developed.

1. Bishops and archdeacons.

2. Wise, older priests.

3. Seminary deans and faculty members.

4. Knowledgeable lay people.

H. From this preliminary screening, a list of approximately six names should be developed.

1. These should be contacted by phone, telling them exactly the situation.

   a. Name of parish.
   b. They are on a list of six.
   c. Would they be willing to receive a delegation with no commitment either way.

2. Answer may be negative because man may not be willing to consider a call at this time, in which case his name may be dropped from the list.

3. If answer is affirmative -

   a. When is he scheduled to preach?
   b. Time of services?
   c. Would man and wife join delegation for dinner on Saturday evening or Sunday after Church?

I. In preparation for such a visitation, three memorandums should be prepared.

1. An assessment of parish listing strengths and weaknesses. (Following is an actual example prepared by one parish)

   "Parish Strengths"

   1. Good physical plant (especially church building--including excellent organ).
   2. Good internal organization (capable staff, sound organization; active women's organization).
   3. Inspired leadership by both laymen and clergy.
   4. Reasonably progressive congregation; receptive to change, experimentation, and responsible leadership. (Examples: acceptance of overseas exchange and other broadening contacts.)
   5. Strong ecumenical relationships and a favorable ecumenical climate; significant involvement of laymen in inner city problems.

6. Well unified congregation.
7. Strong and improving educational program, including family worship.
8. Largest parish in diocese -- great variety in age distribution.
9. Core of dedicated people.
10. Parishioners are above average economically and educationally.
11. Strong local Ministerial Alliance.
12. Types of weakness make this a challenging parish.

"Parish Weaknesses"

1. Large size of parish.
   a. Rector likely to spend too much time on administration.
   b. Difficulty in ministering to "transients" and the increasing numbers of apartment dwellers.
   c. Inadequate communication; difficulty of relating to one another.

2. Development of lay ministry and involvement are lacking, both as to depth and numbers. This is expressed, in part, by a lack of stewardship, both as to time and money.

2. Questions which should be covered in interview with clergyman.
(Following is an actual example prepared by one parish)

"The following questions, based on suggestions from several sources plus taking part in two interviews, may be helpful in talking to prospective rectors for _____. The questions start with rather factual areas of Christian Education and move on to more general and philosophical questions. To avoid the appearance of interrogating a witness on the stand, it is helpful to put the questions in the context that these are problems with which we are struggling and for which we know there is no absolute answer but we would like the benefit of his thinking.

1. What do you feel should be the aim of the parish's Christian Education program:
   a. Content oriented vs. "relation-to-life oriented?
   b. A pre-set plan vs. a permissive plan?

1. What do you feel should be the aim of the parish's Christian Education program:
   a. Content oriented vs. "relation-to-life oriented?
   b. A pre-set plan vs. a permissive plan?

2. Who decides what will be in the program?

3. Do you yourself take part in the Christian Education program in your parish?

4. How do you divide up the work load of the parish between yourself and other members of the staff? (We are trying to get at here both the man's attitude toward delegating to others and also get some indication of what he is most interested in.)

5. In what areas of parish activity do you normally use laymen; how much responsibility do you think it feasible to give to laymen?

6. Which part of your parish activities do you spend the most time doing and which do you like the most?

7. To what extent do you feel the parish Church should concern itself with social problems of the community and the country?

8. What is the most important thing the Church should be doing today?"

3. Memorandum on statistics of Parish. (Budget, communicants, baptized persons, etc.)
   (The delegation should have a copy of criteria, possibly to show to candidate and as a basis for other questions.)

4. Parish should pay expenses of visitation by delegates or visits by a potential candidate.

J. When making a visitation, certain excellent suggestions have been made by the Rt. Rev. W. Appleton Lawrence as follows:

"A great deal can be learned about the clergyman from the general appearance and attentiveness of his congregation:

1) What proportion of the congregation are men?
2) Is the congregation reverent while waiting?
3) Does the service begin on time?
4) Do people take part in the responses, hymns, and the creed, etc.
5) Are there many young people?

6) Do the people arrive on time?
7) Are people attentive or listless?

The attitude and actions of the clergyman sometimes are as important as what he says:

1) Does he pray the prayers?
2) Does he read the Lessons with meaning?
3) Does he give out the notices interestingly?
4) Does the service seem to have life and lift?
5) Can he be heard plainly?
6) Is he reverent in manner?
7) Is the sermon helpful?
8) How about his voice?

A good sermon is important, but the character and habits of the man are far more important:
1) Does he have a friendly manner? A firm handshake? Look at you when talking? 2) Is he known for his pastoral calling and interest? 3) How about his church school? 4) Does he seem shy or outgoing? 5) Does he cooperate in community affairs?

K. The intensive check on the six men currently under serious consideration should include the following:

1. Lawyers in your locality calling lawyers in locality where prospect resides.

2. Same for doctors, dentists, retail establishments, auto dealers, and other business and professional channels.

3. In the above, the criteria should be kept in mind--seeking always to find the man who best meets the qualifications established. (Not primarily negative information.)

4. It is also desirable to check a man's credit rating (through Retail Credit Bureau, Dun & Bradstreet, or through your local bank.)

L. The delegations should be asked to take notes and prepare a written evaluation of their visitation.

M. When all of the prospects are visited, the Committee should have a meeting and compare notes. At such time, there are several possibilities:

1. One man may stand out - in which case it may be desirable to do one of two things.

a. Ask the man if he will visit the parish (during the week - not on Sundays and not to preach) with his wife, for two days, at which time other members of the Committee, Vestry, and other parishioners may have a chance to meet him and his wife and they will have an opportunity to see the community, the Church buildings and the Rectory.

(It is advisable to have as much mutual exposure as possible because the goal is to find a man who will serve you well, be challenged by your parish and satisfied that he should be called and could happily serve your parish.)

b. If a visitation by the man and his wife is not feasible, then other members of the Committee should make a second visitation, keeping in mind that no more than two such visitations are desirable.

c. If the second delegation reports favorably then a nomination to the Vestry man be made (discussed later in this memorandum).

2. If more than one man (as is likely) stands out, then the same procedure as outlined in '1.' above should be followed, but it is best to limit screening at this point to not over three men. The prime consideration in calling a rector should be his qualifications to fill the vacancy without ethnic considerations.

3. It is essential at all times to let the prospects know exactly how things stand i.e.,

a. He is one man being seriously considered, or
b. He is one of two or three men being seriously considered.
c. Do not, however, reveal names of prospects, one to the other.
d. Furthermore, it is desirable to give a man a choice as to whether he would prefer to receive a second visitation or make a visit himself to the Parish.

N. At all times during the process as described above, the Bishop should be kept informed:

1. Especially he should be given the names of the six prospects who are being thoroughly screened.

2. This gives him an opportunity to state his appraisal of the men or allows him a chance to check on them if he has any question as to their suitability for your parish.

O. Upon completion of whatever additional visitations, either by the Committee or visits to the Parish by one or more prospects, the Committee should meet:

1. If only one man has been interviewed twice, then there is no problem provided the Committee unanimously agrees to the nomination.

2. If more than one, the Committee should decide, if possible, on one man to be nominated to the Vestry, or

3. The Committee may decide to nominate two or three men to the Vestry, giving full information in any case as to why a man or men have been nominated.

P. Advisability of making only <u>one</u> nomination to the vestry

1. The Committee has been working for several months on the task of securing a new rector and are best informed about the capabilities of the men who have been visited.

2. If two or more men are nominated to the vestry, the door is opened to schism in the parish.

3. If vestry decides not to elect a man nominated, then his name can be withdrawn and another nominated.

4. The Committee, if carefully selected, represents a cross-section of the parish and their judgment should be respected.

5. During course of visitation, members of the vestry should have had an opportunity to meet the man nominated.

Q. When the vestry has elected a man, the following steps should be taken:

1. The Bishop should be formally advised and asked to consent to the call. (Canon provides 30 days in which to communicate.)

2. When this has been done, a formal call should be issued to the man elected.

3. A sample contract has been prepared by the Rt. Rev. W. Appleton Lawrence as follows:

Date

The Rev. _____ (Bishop Lawrence says this letter should be revised - adding more warmth)

My dear _____

This is to let you know that the vestry, meeting on _____unanimously voted to call you as Rector of _____ Parish. We earnestly hope that you will give favorable consideration to this call, as we feel that you are the man for this particular position.

It is our understanding:

1) That your salary will be at the rate of $_____ per year;
2) That you will be entitled to a vacation of one full month out of every twelve, and one day off per week;
3) Travel expenses will be paid on the basis of _____;
4) Your Church Pension Fund payments will be made by the parish (and Blue Cross coverage will be paid for by the diocese);
5) That the rectory is provided, including heat, electricity, and the telephone expenses incurred for business purposes;
6) Your moving expenses will be paid (a) up to the amount of $_____; or, (b) from _____ to _____.

The Bishop's consent has been given to this call.

We hope you will let us know as soon as possible of your acceptance so that arrangements may be made to release the announcement simultaneously in both parishes---preferably at a Sunday morning service, with the general news appearing in the Monday morning newspaper.

We feel that under your leadership the parish will go forward, and we look forward to your acceptance.

Yours faithfully,

Clerk of the Vestry"

4. It may be advisable to include in the letter or attach thereto, a summary of the criteria established to provide a basis for the man to know what the parish expects of him should he accept the call.

R. When the call has been issued, the decision is now up to the man.

1. He and his wife will wish to visit the parish---meet again with the Committee---meet with vestry members, other parishioners and staff.

2. After such visitation it is reasonable to expect an answer within 30 days.

3. Such matters as redecorating the Rectory may well be considered together with any other practical details not covered in the letter of call.

4. There should be openness to reconsider the salary and other financial arrangements if these are not satisfactory to the man.

5. The Committee and Vestry should be prepared to discuss frankly and openly all aspects of the parish, especially the challenge they believe exists.

6. The main idea at this point is to have as much further mutual exposure as possible so that the man may fairly judge whether he is called by God to this place for the advancement of His Kingdom.

S. Other considerations.

1. If the parish is served by a multiple clergy staff, then any assistant or curate should submit their resignations to the new Rector, which is customary procedure.

2. Not so customary, but desirable, is for the organist and parish secretaries to submit their resignations as well.

3. These may not be accepted but the Rector is responsible for his staff and for the music in the Church.

4. Arrangements should be made for simultaneous announcements in your parish and the parish where the rector has been serving.

5. A mutually agreeable time - usually within three months - should be agreed upon when the Rector will take up his new duties.